

September 2016

Workshop: Best Practices in Labor-Management Committees in Higher Education

Sally Klingel

Scheinman Institute on Conflict Resolution

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Recommended Citation

Klingel, Sally (2016) "Workshop: Best Practices in Labor-Management Committees in Higher Education," *Journal of Collective Bargaining in the Academy*: Vol. 0 , Article 68.

Available at: <http://thekeep.eiu.edu/jcba/vol0/iss11/68>

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Strategic Frameworks for Labor-Management Efforts

Sally Klingel

Scheinman Institute on Conflict Resolution

Cornell University

slk12@cornell.edu

L-M Partnering Process...

...IS



- Finding at least one thing in common to work on together
- Seeking ways to jointly accomplish that goal
- Vehicle for bringing together the two key workplace stakeholders
- Built on shared ownership



L-M Partnering Process...

**...IS
NOT**



- Denial of Identity of Either Party
- Absence of Conflict
- A Substitute for Collective Bargaining
- Answer for All ills

What We've Learned...

- Labor relations involves both mutual and conflicting issues, simultaneously
- Labor & management are one of each other's best resources
- Three Keys:
 - Communication
 - Information-sharing
 - Integrity of Action



Types of Labor-Management Partnerships

- **Campus level**
- **System level**

- **Staff unions**
- **Faculty unions**
- **Professional/technical unions**

- **Collective bargaining enabled**
- **Voluntary**

What We've Learned...

- **Partnerships are built on shared ownership of the process.**
- **Leadership endorsement at all levels is important.**
- **Partnerships are fragile.**
- **Labor relations have to be aligned.**



Design Variables

Direction Set by the Parties

- Goals & Objectives Long-term/short term

Organizational Levels

- Top Leadership – Middle - Operations

Forms of Involvement

- Direct or Represented, Parallel or Integrated

Six Key Design Decisions

Scope of Joint Decision-Making

- Strategic, Bargaining, or Worksite Issues

Types of Shared Decision-Making

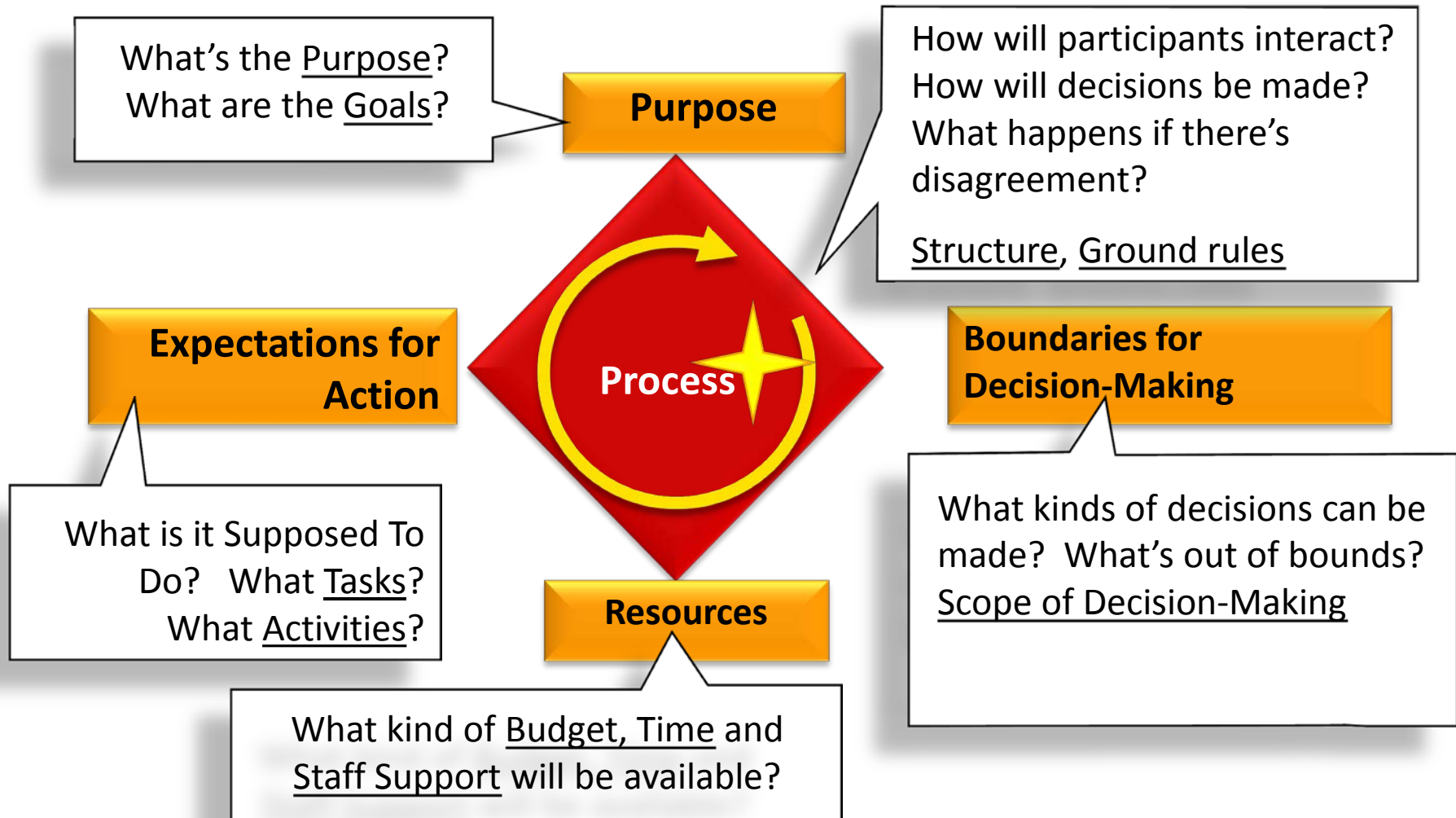
- Participation, Consultation, Delegation

Process & Techniques

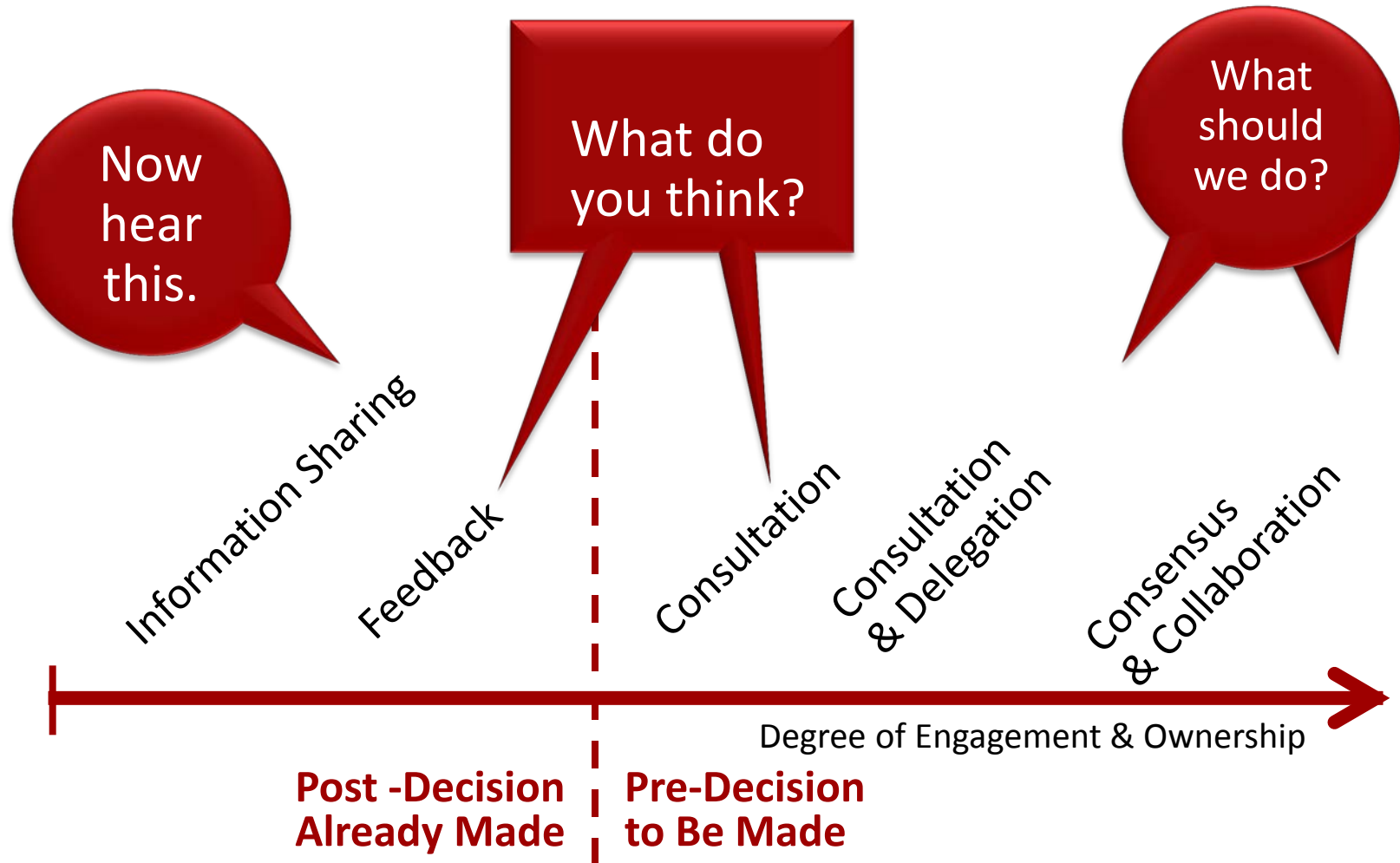
- Problem-solving, consensus, IBB



A Partnering Process Needs...



L-M Process Roles & Functions



What Supports an Effective Union-Management Partnership Effort?

- Parties are willing to start small – build trust from experience
- Partnership is based on a problem-solving approach – joint work on issues in which both parties have a stake
- Leadership commitment from both sides
- Leaders are well connected with their constituencies
- Increased communication/information sharing in all areas (no secrets)

What Supports an Effective L-M Effort?

- Increased communication/information sharing in all areas (no secrets)
- Joint exploration/study of innovations in other organizations
- Joint training to teach skills for problem-solving, conflict management, collaboration
- Commitment to make changes throughout the organization to support l-m partnership
- Understanding of relationship as a resource, as a means to an end

Why do L-M Strategies Fail?

- Outside Forces of Change
- Mixed messages – Administration and Union
- Leadership Turnover
- Failure to Institutionalize Practice
- Lack of Capacity – skills and process
- Deeply Rooted Cultural Trust Issues

Partnership Focus -- Examples

Organizational Challenges

Operational Challenges

Employee Challenges

